Managing for Results

Overview

The City of Riverside has embarked on an effort to implement and institutionalize Managing for Results (MFR), a comprehensive performance management system designed to focus a government's decision-making, planning and program activity on the outcomes of its work. MFR employs the concepts of performance measurement to track and measure success toward attaining the mission, goals and objectives of individual departments and overall council priorities.

Performance measurement is the regular measuring and reporting of the performance of services, programs, and other activities. In adopting good practices of performance measurement, government demonstrates to their customers—the citizenry—its commitment to effective and responsive governance. Moreover, the regular measurement and reporting of outcomes of public services are key steps to helping improve public services. In other words, how much you spend is a major issue. But what the public gets for their money is the key question.

Performance management serves these central purposes:

➢ To improve service quality and outcomes;
➢ To improve resource allocation decisions and provide a context for budget discussions;
➢ To improve program design and activity planning;
➢ To make public agencies accountable for results to elected officials and the public;
➢ To increase the trust of the public in their government.

The City of Riverside has in place various mechanisms and programs that gather performance information. For example, the City participates in the Comparative Performance Measurement Project, organized by the International City/County Management Association (ICMA). This project enables a number of City departments to systematically collect data and annually compare results with a variety of local governments. These comparisons allow for City management and officials to conduct long-term trend analyses and benchmarking against a variety of local governments and programs.

The City also conducts an annual Citizen Survey, which elicits feedback on a number of City services. The survey results provide the City departments with data on whether a department's programs are succeeding or failing—at least from the viewpoint of its customers. A number of departments have also initiated internal and/or user surveys that aim to obtain feedback from a more narrowly defined audience on specific programs, such as the performance of Human Resources on behalf of City employees or adult users of recreation programs.

Methodology

Managing for Results enables the City to bring these various efforts into a comprehensive and streamlined system of performance management. MFR also helps the City fall into line with the requirements of the Government Performance Review Act (GPRA) and the Governmental Accounting Standards Board (GASB), who in a 1994 report entitled Service Efforts and Accomplishments Reporting: Its Time has Come exhorts governments to report performance measures in annual financial reports. In GASB's view, performance measurement is an essential tool for assessing accountability and making informed decisions.

An important feature of the City of Riverside's Managing for Results system is its focus on service areas, or activities, within each departmental program, which allows management and elected officials to have deeper access to the cost drivers of the organization. Activity-based budgeting ensures alignment of council priorities, department missions, program goals, and performance data, including the more customer-focused service quality and outcome measures.

Alignment and Linkage

Council Priorities
City Mission Statement
Department Mission Statement
Division Goals

Program Goals	←→	Outcome Measure(s)

Inputs → Activities →	Outputs Efficiency Service Quality

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During FY 2000/01, the City of Riverside has begun training departmental budget coordinators and other managers in the tools and concepts of performance measurement and activity-based budgeting techniques. By end of FY 2000/01, 18 city departments will have developed or enhanced mission statements and program goals, identified groupings of activities by which goals are attained, and delineated a family of measures—input, output, efficiency, service quality and outcome—for assessing progress made toward achieving the goals.

FY 2001/02 will see departments through the data collection stage and the beginnings of an effective results-based budgeting process. The budget document for FY 2001/02 presents initial work done on moving the City closer toward adopting Managing for Results. This includes mission statements and program goals.

Implementation

As stated, the City of Riverside has embarked on a course of implementing Managing for Results. In institutionalizing the MFR system, Departments will proceed through the following stages:

➢ Define department's mission, delineate programs within the department and tie program goals to the overall mission.
➢ Identify desired program outcomes and indicators designed to assess successful attainment of program goals.
➢ Define program activities—service areas—that are critical to the success of the department's mission.
➢ Identify performance indicators that enable departments to measure and report progress.
➢ Collect data relevant to the performance measurement objective. Institute auditing and data verification mechanism.
➢ Track measures and report performance in annual Performance Plans.
➢ Use performance information to develop the annual budget, capital improvement program, and strategic plans.

Using and reporting the performance information is probably the most important stage of the process. In order to ensure that this takes place in a systematic and coherent fashion, the City has created Performance Plans. Performance Plans

➢ Showcase individual department missions, program goals and the activities designed to meet them. States recent accomplishments made toward achieving annual objectives.

➢ Provide assessment of a department's performance and progress toward attaining its overall mission and specific program goals. Provide useful comparative data across time, place and other demographic features.

➢ Explain how a department plans to achieve (or is achieving) service improvement in areas specifically targeted for a particular fiscal year.

The City of Riverside expects its Managing for Results system to evolve over the coming years and significantly impact the outcome of City services.